
Pioneering
sustainable aerospace
AIRBUS

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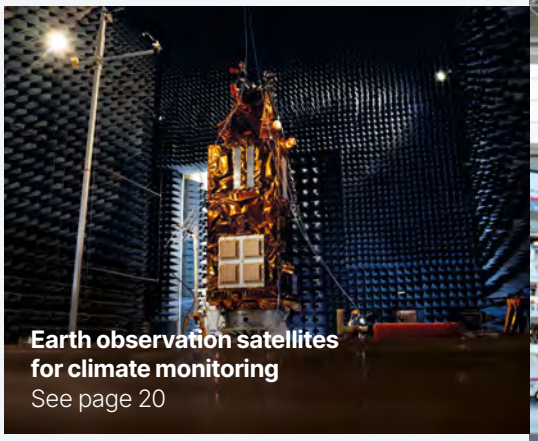

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Airbus SE, together with its subsidiaries, is referred to herein as the "Company" or "Airbus". The Company operates in three segments: Airbus (which includes the Commercial Aircraft business) and the two divisions, Airbus Defence and Space, and Airbus Helicopters. In this report, "Airbus" may be used to refer to the Company, and in context it may refer specifically to the Airbus segment.

Foreword

At Airbus, our purpose is to pioneer sustainable aerospace for a safe and united world.

Since Airbus was founded in 1969, our engineers have designed and built each generation of aircraft to increase the safety of flight and to reduce fuel consumption, costs and emissions for airlines, sharpening their competitiveness. In fact, the A321XLR, which recently entered into service, reduces fuel burn and emissions for customers by as much as 30% compared with predecessors.

In 2025, we are working to help our industry achieve its long-term goal of reaching net-zero emissions by 2050. First, this means expanding production of these new, fuel-efficient aircraft to help airlines accelerate the renewal of their fleets. Second, Airbus engineers are shaping a more distant future: preparing the next generation of planes, featuring in particular new, more aerodynamic wings and highly efficient engines, which we expect to provide another decisive reduction in fuel use in the second half of the 2030s.

With partners from across the world, Airbus is advocating for and investing in sustainable aviation fuels (SAF), which are critical to making progress in reducing emissions today.

Our ambition is for our aircraft to fly on up to 100% SAF by 2030, compared with a 50% blend at the moment. Finally, we are continuing to pursue our ambition of bringing a hydrogen-powered commercial aircraft into service, among many other innovations.

Last – but certainly not least – and against a more turbulent global backdrop, defence and security remain at the core of Airbus' business and purpose. We are committed to supplying our strategic partners with the military aircraft, satellites and cyber security they increasingly need.

Guillaume Faury
Chief Executive Officer

Aerospace is a powerful force for good in an unstable world.

This sector fuels trade, employment and prosperity, moving a third of global trade by value and supporting 86.5 million jobs worldwide. It brings people together across borders and cultures, with five billion airline passengers last year alone.

Aerospace manufactures vital military equipment, such as transport aircraft, fighter jets and surveillance drones. These allow governments to defend their borders, protect their citizens and contribute to global security.

Emergency services and first responders depend on planes and helicopters to save lives and respond to disasters. The distribution of medical equipment, including vaccines, relies on fast, secure air transport.

All this illustrates why Airbus strives to pioneer sustainable aerospace for a safe and united world. By reducing emissions and addressing climate change, we are working to ensure aerospace's positive contribution today does not come at the expense of future generations and that they too will benefit from the transformative power of flight, just as we do in 2025.

In these pages, I am pleased to highlight our sustainability work at Airbus and the contribution of our many partners in pursuit of our ambition. I am also pleased to demonstrate our adherence to responsible business practices. We want to do business in a way that benefits society as a whole. We stand for transparency and integrity, and expect our partners and suppliers to do the same. Thus Airbus is helping to maintain high standards throughout the industry value chain.

I hope you enjoy discovering how our commitment to sustainability is transforming our company.

Julie Kitcher
Chief Sustainability Officer and Communications

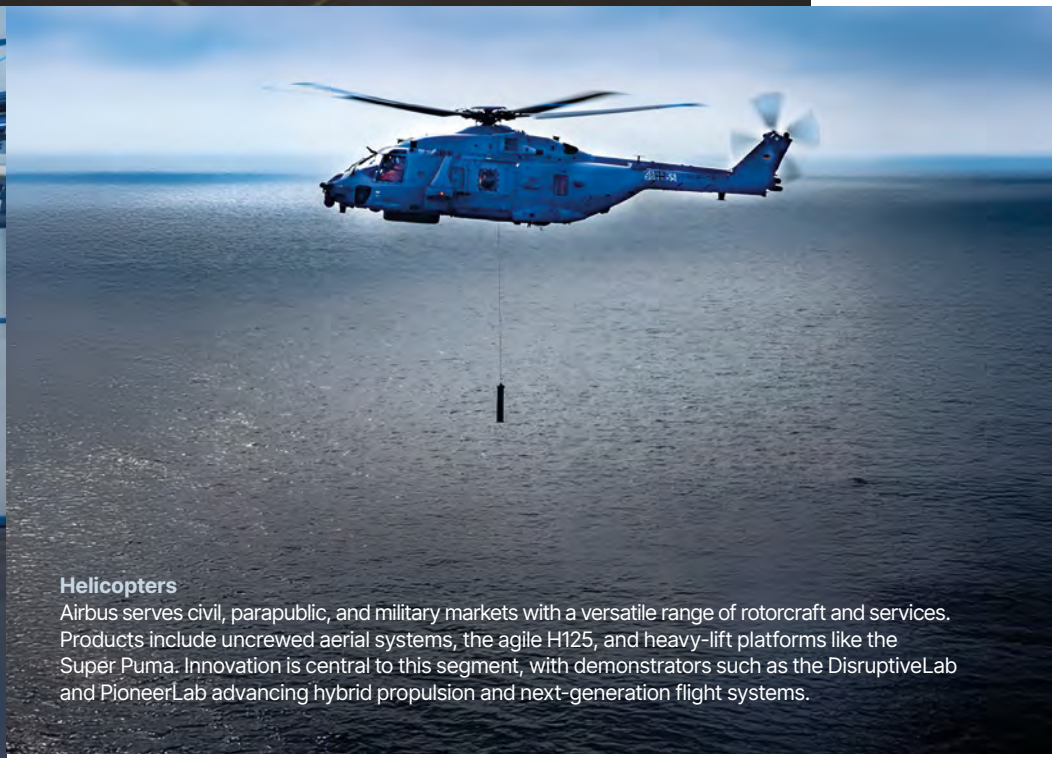
Airbus in context

Pioneering sustainable aerospace

Airbus is a global leader in aerospace, dedicated to pioneering innovative solutions for a safer, more connected world. Operating across three core business segments – Commercial Aircraft, Helicopters, and Defence and Space – Airbus leverages its European heritage while maintaining a strong global footprint to address evolving market demands and industry challenges.

Commercial Aircraft
Airbus designs, manufactures and delivers a comprehensive portfolio of fuel-efficient aircraft and services to meet its customers' operational needs. The clean-sheet A220 Family offers unmatched efficiency in regional markets. The A320 Family is the world's most popular single-aisle aircraft, with the most recent A321XLR extending operational range to address emerging customer requirements. In medium- and long-haul operations, the widebody families of A330neo and A350 provide advanced technology benefits.

Defence and Space
As a European leader in defence and space, Airbus provides cutting-edge aircraft and services, including the A400M airlifter, A330 Multi Role Tanker Transport (MRTT), and advanced satellite systems and intelligence solutions. Airbus also plays a key role in groundbreaking programmes such as the Future Combat Air System (FCAS) and the European Space Agency's Earth observation Copernicus programme, showcasing its commitment to technological excellence, global security and environmental monitoring.



Helicopters
Airbus serves civil, parapublic, and military markets with a versatile range of rotorcraft and services. Products include uncrewed aerial systems, the agile H125, and heavy-lift platforms like the Super Puma. Innovation is central to this segment, with demonstrators such as the DisruptiveLab and PioneerLab advancing hybrid propulsion and next-generation flight systems.

Airbus' strategy

Resilience
By optimising and de-risking the Company's end-to-end production system while broadening the profit base. Industrial and economic resilience are key to operating in a volatile environment.

Innovation
By preparing the upgrades of best-selling products and the development of breakthrough next-generation products.

Sustainability
By reducing the environmental footprint of the Company's activities, by offering products and services which help nations protect citizens, defend sovereignty and advance global security, and by doing business in a way that benefits society.

Focus
By adapting the Company's portfolio of activities and by further leveraging the synergies and partnerships between the three main businesses: at programme level, at technology level, and at the competencies level.

Scale
By fostering the development of multinational alliances, joint ventures and acquisitions, by leveraging dual civil/military activities, and by strengthening Airbus' global and European footprint.

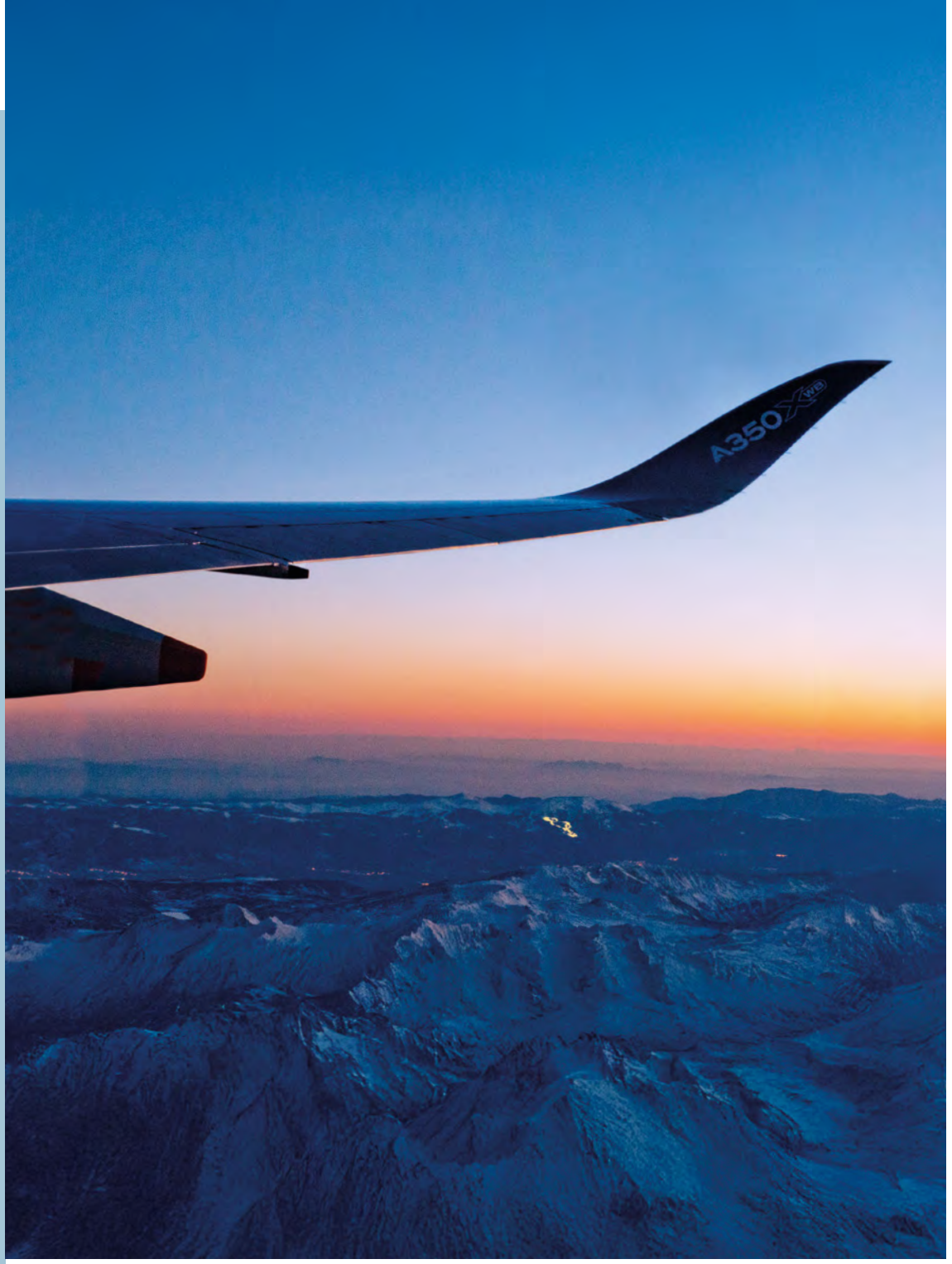
For further details of the strategy, see the Report of the Board of Directors 2024.

Solid foundations

Global scale
Airbus has a global industrial footprint, with design, manufacturing, services, and assembly facilities located across Europe, North America, Asia, and other regions, enabling the Company to serve customers worldwide and contribute to local economies.

Skilled workforce
Airbus employs a diverse and highly skilled workforce of over 150,000 people globally, representing a wide range of expertise and contributing to the Company's success as a global leader in aerospace.

Partnerships
Airbus actively collaborates with a wide network of partners, including airlines, suppliers, research institutions and government agencies, to stimulate innovation, address industry challenges and shape the future of aerospace.



Enabling prosperity

The benefits of aviation

Aviation serves as a powerful engine for innovation and global growth, significantly contributing to development and enhancing connectivity across the world. The aviation industry has a substantial impact on economies, job creation, trade facilitation and cultural exchange.

Driving economic growth: the aviation sector contributed $ 4.1 trillion to global GDP in 2023, equivalent to 3.9% of global economic output.[1] This underscores the industry's critical role in enabling commerce, connectivity and development.

Facilitating global trade: air transport carries 33% of global trade by value,[1] making it indispensable for high value, time-sensitive goods.

Creating jobs worldwide: in 2023, aviation supported 86.5 million jobs globally,[1] including direct employment within airlines, airports, and manufacturers, as well as indirect roles in supply chains and tourism.

Connecting people through tourism: with 58% of international tourists arriving by air in 2023,[1] aviation is essential for cultural exchange and economic development.

The value of defence

Airbus believes that there is no sustainability without security, and no security without sustainability. Without peace, safety and unity, it is not possible to make progress. Airbus sees defence as a force for good. Defence in its simplest terms refers to the prevention of, and protection against, threats, and it has political, social and economic implications as well. Defence is the cornerstone of a nation's provision of safety and security for its citizens and their way of life, substantiating a state or government's strategy and tactics. It is also an engine of innovation and a driver of economic growth, as well as an investment in sovereignty and resilience.

Value of peace: War causes GDP to collapse (by 9-12%) and significant infrastructure damage.[2]

Value of stability: Prevalence of terrorism can cost up to 0.8% GDP growth per year.[2]

Value of independence: Control over production of military equipment safeguards peace in the long run.[2]

1 Source: Aviation: Benefits Beyond Borders 2024 report (Air Transport Action Group, 2024).
2 Source: Total Societal Impact in the Defence and Space Industry: A Proposal for a Fact-Based Assessment of Contributions to Society (Boston Consulting Group and Airbus, 2025).

Guiding principles

Everything Airbus does is guided by its core principles of safety, quality, integrity, compliance and security. These strong foundations enable the Company to fulfil its commitments while navigating the risks and challenges it faces, and leveraging its strengths and opportunities. Airbus embeds these interconnected principles into its daily operations to ensure resilience, competitiveness and adherence to the highest possible standards.

Safety
Airbus strives to achieve the highest levels of safety for its employees and for its products and services. Health and safety for the Company's workforce is a top priority. The commitment to safety is also reflected throughout the Company, from design, engineering and production to maintenance, training and support. Adherence to a robust business and safety management system ensures that standards, processes and methods are respected, and continually reviewed and improved.

Airbus aircraft, helicopters, satellites and other products already meet stringent requirements, and there is a constant focus to further enhance safety.

Safe operations depend not only on safe design, testing and production, but also on proper maintenance and on trained pilots working in a safe environment. Airbus is committed to providing safety support throughout the life of its products.

Quality
Airbus relentlessly promotes a strong culture of quality. This empowers employees to adhere to processes, methods and tools that enable them to do things correctly the first time, and to eliminate root causes of non-quality.

Airbus believes that quality products are safer, last longer, perform more efficiently, and provide greater value to customers and society at large. Performing quality work also means delivering products and services efficiently, generating as little waste as possible and only consuming the necessary resources.

Airbus' business and quality management system is designed to provide products and services that meet customer expectations and safety standards.

Strengthening stakeholder relationships
Airbus prioritises responsible business practices and describes its activities for the benefit of a wide range of stakeholders. Regulators, ratings agencies and shareholders see Airbus' activities clearly expressed and reported in line with established frameworks, standards and regulations.

"Our core principles of safety, quality, integrity, compliance and security will guide us in all we do."

Guillaume Faury
Chief Executive Officer

Integrity and compliance

The Code of Conduct (CoC) is Airbus' foundation for integrity and compliance. It guides daily behaviour and helps employees resolve the most common ethical and compliance issues they may encounter. The CoC applies to all employees, officers and directors of Airbus, as well as to entities that the Company controls. The separate Airbus Supplier Code of Conduct defines the basic requirements placed on suppliers. It also represents Airbus' values and principles in line with internationally recognised standards and conventions.

Airbus' Ethics and Compliance (E&C) programme seeks to ensure that the Company's business practices conform to applicable laws, regulations and ethical principles, as well as reinforce a culture of integrity and speaking up. The E&C programme is structured around key risk areas and supported by dedicated policies, procedures, tools and a team of experts. These teams take charge of implementing the policies as well as identifying and proposing new measures that enable Airbus to adapt to the constantly evolving regulatory landscape.

Security

Airbus protects its industrial environment, products and services, employees and workplaces, as well as its data against both digital and physical attacks. Such attacks, if successful, could have serious consequences – financial, legal, reputational, or even on the Company's ability to continue to operate.

Security at Airbus is based on compliance and risk analysis. The Company's approach to security is designed to provide continuous protection against emerging threats.

The fourth aviation revolution

For over a century, the aviation industry has been constantly reshaped by new technology, new partnerships and the opening of new markets. Since the Wright brothers, it has been forged by four revolutions.

The first came over one hundred years ago, when the first aircraft successfully took to the skies. The second was – and is – to make aviation safer. It is a never-ending quest. The third revolution has been making flight available and affordable to people everywhere.

Now aviation has entered its fourth revolution. This time it is related to decarbonisation and adjacent areas, from electrification to digitalisation. This revolution is rapidly transforming everything from the materials with which aircraft are built to the fuels that power them.

For over 50 years, Airbus has worked to be a trailblazer, from changing commercial aircraft forever with the introduction of fly-by-wire technology to the launch of the first-ever widebody twin-engine airliner.

These innovations among many others have led the Company to develop safer, more fuel-efficient products, sharpening both the competitiveness of the aircraft themselves, and those who operate them. Airbus' fuel-efficient product family also contributes to mitigating the aviation industry's overall environmental impact. Today, the Company is investigating multiple decarbonisation levers including fleet renewal, operational improvements, sustainable aviation fuels, hydrogen, hybridisation and electrification, and carbon capture and storage.

Airbus' aim is that advancements in these key areas will allow for significant progress towards meeting the aviation industry's long-term aspirational goal of reaching net-zero carbon emissions by 2050, as set by ATAG, IATA and ICAO.

To ensure Airbus is making consistent progress, the Company has defined near-term science-based targets for its Scope 1, 2 and 3 emissions, which were assessed and validated by the Science Based Targets initiative (SBTi) in 2023.

Key decarbonisation levers

Fleet renewal
Operational improvements
Sustainable aviation fuel
Hydrogen
Hybridisation and electrification
Carbon capture and storage

Airbus' validated SBTi targets

Airbus has set near-term greenhouse gas emissions targets to reduce Scope 1 and 2 emissions from its operations, and Scope 3 emissions from its products in operation. These targets have been validated by the Science Based Targets initiative (SBTi):

Scopes 1 & 2

-63%

absolute greenhouse gas emissions by 2030* and neutralisation of residual emissions

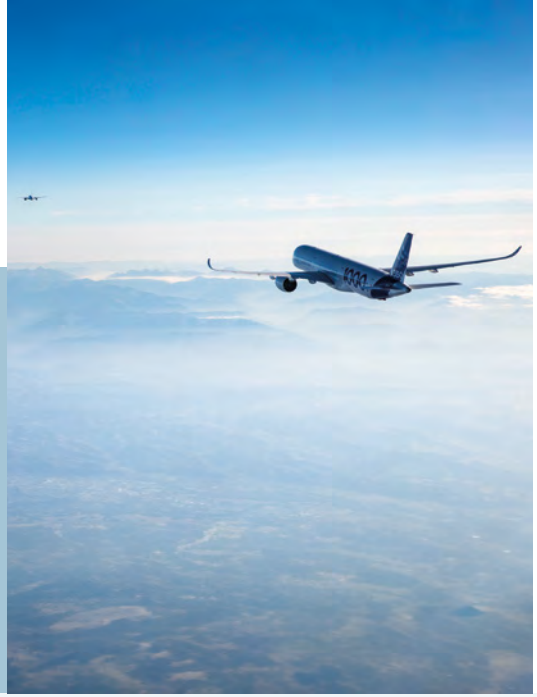
Scope 3

-46%

greenhouse gas emissions intensity by 2035*

>> Read more about the Company's progress against its targets validated by SBTi in its Sustainability Summary.

* Based on 2015 as baseline year.



20-30%

greater fuel efficiency on new-generation aircraft on a per-seat basis than their predecessors

5-10%

Airbus supports the European ATM Master Plan's performance ambition of reducing gate-to-gate, per-flight CO_2 emissions by 5-10% by 2035

Fleet renewal and operational improvements

Fleet renewal is key to decarbonising aviation

Today, around 30%[1] of the world's in-service aircraft fleet are of the latest generation, which deliver a 20-30% fuel saving compared to their predecessors. The renewal of the global fleet is a key way for the aviation industry to progress towards decarbonisation. As of 2024, just under half of Airbus' backlog of around 8,600 aircraft are replacements. Therefore, it is important to develop more efficient products that cater to both fleet renewal and strong demand for new aircraft.

This urgent need for aircraft replacement is why Airbus is focused on ramping up production and delivering its backlog.

Looking to the future, Airbus expects new designs, cutting-edge materials and advanced propulsion systems able to operate with up to 100% sustainable aviation fuel to combine to improve the efficiency of a next generation of aircraft. In the longer term, hydrogen technology should further contribute to reducing the industry's carbon emissions.

Improved operations to reduce aviation's environmental impact

Efficient flight operations contribute to reducing greenhouse gas emissions and therefore the impact of aviation on the environment. To that end, Airbus is an active participant in studies to drive improved air traffic management (ATM) and flight planning practices.

By optimising flight trajectories and coordinating better with its ATM partners, Airbus supports the European ATM Master Plan's performance ambition of reducing gate-to-gate, per-flight CO_2 emissions by 5-10% by 2035 compared to the Plan's 2012 baseline. Furthermore, as part of Europe's SESAR Joint Undertaking, Airbus is leading pan-European initiatives to optimise ATM. These include using wake energy to reduce fuel consumption, and demonstrator projects such as fello'fly, GEESE and HERON.

Airbus is deploying a variety of air traffic management solutions to reduce all types of emissions, including services and software upgrades. The Company also offers weight-saving upgrades and operations optimisation, increasing the longevity of aircraft in the fleet.

1 Airbus 2024 Global Market Forecast (Airbus, 2024).

The energy transition

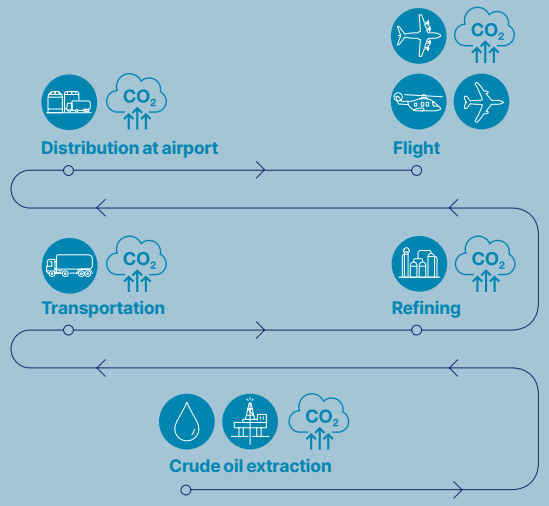
The energy transition represents a shift from fossil-based fuels towards renewable and alternative energy solutions. It is a global phenomenon, affecting every sector of the world economy. But not all energies are made equal, nor is there a one-size-fits all solution for all industries.

Airbus has developed a decarbonisation roadmap that identifies the most suitable energy sources to decarbonise different aerospace products. The three energy sources identified by Airbus as holding the most promise for decarbonising aerospace are sustainable aviation fuel (SAF), hydrogen, and hybrid-electric or fully electric propulsion systems.

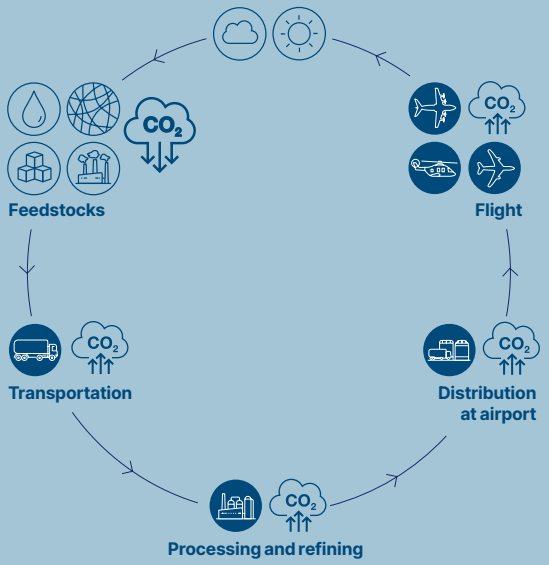
Airbus is committed to serving as a catalyst for accelerating investment in these promising energy sources. The Company actively advocates for regulatory support and infrastructure investment to enable the growth and widespread availability of in-demand fuels such as SAF and hydrogen.

Airbus is encouraging the development of these different energy sources in parallel. The Company continuously refines its approach to best position itself to meet the decarbonisation ambitions it holds for its various business activities.

Carbon lifecycle compared
Fossil-based fuels take carbon out of the ground, adding **EXTRA CO_2** to the atmosphere.



Sustainable aviation fuel reduces the amount of carbon taken out of the ground.



up to 80%

potential reduction in CO_2 equivalent emissions throughout its lifecycle when using SAF compared to kerosene

Sustainable aviation fuel

Sustainable aviation fuel (SAF) is a synthetic, certified aviation fuel, similar to kerosene, but with two key differences: first, instead of being derived from fossil resources, it is made from renewable feedstocks, such as used cooking oils, agricultural waste and plant oils; and second, SAF must meet a specific set of sustainability criteria including a minimum level of greenhouse gas emissions savings. SAF can reduce CO_2 equivalent emissions by up to 80% on average across its lifecycle compared to traditional jet fuel[1] and is therefore a crucial pathway to reducing the aviation sector's greenhouse gas emissions.

Airbus is committed to advancing SAF use across the industry. Airbus aircraft are already capable of flying on a blend of up to 50% SAF and conventional fuel and, by 2030, all Airbus aircraft and helicopters will be capable of flying with up to 100% SAF. Among other initiatives, the Company conducts flight tests with 100% SAF to better understand its environmental impact, including contrails and non-CO_2 emissions. The results of the ECLIF3 flight experiments showed that using 100% SAF reduced the formation of contrail ice crystals by 56%, meaning that the climate-warming effect of contrails could be lowered by the use of SAF.

The successful uptake of SAF, however, relies on a collaborative approach. Airbus is actively fostering the development of a global SAF ecosystem and contributing to certification processes and key infrastructure projects. The Company works closely with producers, airlines, governments and researchers to accelerate SAF production and increase its availability at airports. Airbus is also collaborating to address key challenges in the SAF supply chain and to encourage scalability.

SAF in operations

In addition to supporting the uptake of SAF by the aviation industry, Airbus uses SAF in its internal operations for Beluga transport, flight testing and aircraft deliveries. By the end of 2025, all Airbus commercial aircraft delivery sites will be able to offer delivery to customers using a SAF blend. In 2024, Airbus and Airbus Helicopters used 16% SAF in internal flight operations, en route to achieving the target of at least 30% by 2030. Airbus' travel policy offers SAF fares for all employees flying for business purposes with some airlines. Similarly, Airbus internal shuttle flights between Airbus sites are fuelled with a SAF blend.

1 Source: CORSIA Default Life Cycle Emissions Values for CORSIA Eligible Fuels (International Civil Aviation Organization, 2022).

Exploring hydrogen as a means to power electric flight

Hydrogen is emerging as a promising solution for decarbonising aviation – albeit one that will reveal its potential in the coming decades. The world's most abundant element, hydrogen has a specific energy-per-unit mass that is three times higher than traditional jet fuel. Even better, the only by-product of utilising hydrogen is water, and when the hydrogen is generated from renewable energy through electrolysis, the process emits no CO_2. To capitalise on these benefits, Airbus has the ambition to bring a commercially viable, fully electric, hydrogen-powered commercial aircraft into service.

For several years now, Airbus has been exploring the feasibility of two different propulsion technologies for a hydrogen-powered aircraft: hydrogen combustion and hydrogen fuel cells. Hydrogen combustion uses modified gas turbines to power aircraft in a manner similar to jet fuel based propulsion, but with hydrogen as the fuel source. In contrast, hydrogen fuel cell systems generate electricity to power electric motors, representing a fully electric propulsion system.

In 2025, the Company concluded that a hydrogen fuel cell propulsion system offers the most promising path to unlocking the potential of all-electric flight.

Scaling up the hydrogen ecosystem remains a challenge and is progressing at a slower pace than previously anticipated. The widespread adoption of hydrogen aircraft depends on the maturity of the corresponding airport infrastructure and low-carbon hydrogen production systems. To this end, Airbus has launched the Hydrogen Hubs at Airports initiative, which aims to create a robust global ecosystem for hydrogen. As of late 2024, more than 200 airports have come together to research and develop the infrastructure needed to support hydrogen-powered aviation. Numerous energy providers, airlines and hydrogen producers and distributors worldwide have also joined the project. While new partners are being recruited to join on a regular basis, the first partnerships are already yielding preliminary results. These will provide guidance for how to best prepare for ZEROe's entry into service in the longer term.

Launched in 2020, ZEROe is the name for Airbus' project to bring a hydrogen-powered commercial aircraft to market.

200+

airports have come together to research and develop the infrastructure needed to support hydrogen-powered aviation

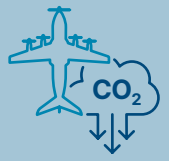
Redefining propulsion with hybridisation and electrification

Airbus is committed to advancing hybrid and electric propulsion technologies in order to accelerate the aviation industry's progress towards decarbonisation. Hybrid-electric propulsion, which supplements the use of conventional jet fuel with electricity, has the potential to reduce CO_2 emissions by up to 5% for fixed-wing aircraft and as much as 10% for helicopters, which are generally lighter. It is an incremental step toward fully electric flight that can be applied to every aircraft class.

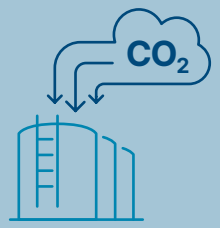
Airbus' research into electrification aims to lay the groundwork for future industry-wide adoption and regulatory acceptance of alternative means of propulsion for aircraft, helicopters and urban air vehicles. In pursuit of this objective, Airbus partnered with Renault Group in 2022 to leverage R&D synergies to accelerate both companies' electrification roadmaps and in 2023, teamed up with STMicroelectronics to develop advanced semiconductors for electric propulsion systems.

In addition to partnerships with key stakeholders, Airbus is directly investigating the feasibility of different hybridisation technologies through flight demonstrators. The EcoPulse aircraft demonstrator, which was designed jointly by Airbus, Daher and Safran, tested a hybrid-electric propulsion system with six electric propellers. Airbus contributed the battery technology, flight control computer and expertise in aerodynamic and acoustic integration. Airbus Helicopters is also exploring the potential of hybridisation and testing hybrid systems in its demonstrators, including the DisruptiveLab, introduced in 2022.

Airbus is also exploring electric propulsion, including with CityAirbus NextGen. With a uniquely designed distributed propulsion system featuring eight electric propellers, the prototype will help assess and develop electric flight technologies. In the aircraft domain, one of Airbus' ZEROe concepts is fully electric, drawing on hydrogen fuel cells for its power.



Hybrid-electric propulsion has the potential to reduce CO_2 emissions by **up to 5%** for fixed wing aircraft and **as much as 10%** for helicopters



Airbus has an agreement with 1PointFive for the offtake purchase of

400,000 tonnes

of carbon removal credits

Supporting carbon capture efforts and addressing non-CO_2 emissions

Utilising carbon capture and storage solutions

Airbus believes that carbon capture technology can play an important role in supporting the decarbonisation of aviation. When paired with long-term storage, this technology becomes a key enabler in addressing the aviation sector's residual emissions. Due to this, Airbus has an agreement with 1PointFive for the offtake purchase of 400,000 tonnes of carbon removal credits, and has also launched the Airbus Carbon Capture Offer. This solution brings affordable and scalable carbon dioxide removal credits to the aviation industry, providing airlines with a solution to address the unabated emissions in their decarbonisation journey.

Studying the effects of non-CO_2 emissions

While reducing carbon emissions is the primary focus of the aviation industry because of their cumulative effect, non-CO_2 emissions are also produced during flight. These include nitrogen oxides (NOx), sulphur and soot aerosols, as well as contrails, which are formed when moisture in the air freezes around these particulates. Airbus collaborates with research institutions, universities and other key stakeholders to better understand the short- and long-term effects of non-CO_2 emissions on the environment and develop operational solutions to mitigate them. The Company's research focuses on multiple pathways for reducing non-CO_2 emissions: air traffic management solutions, fuel types and engine optimisation.

Airbus is working with multiple partners to investigate how adjusting flight trajectories could reduce the impact of these emissions. For example, the CICONIA project that Airbus is working on falls under the SESAR 3 Joint Undertaking, a European aviation partnership programme. Airbus is also working with the French civil aviation research council (CORAC), the French Directorate General for Civil Aviation (DGAC) and the Aerospace Technology Institute in the UK.

Airbus is also measuring and analysing impacts of different fuel types and mixes on non-CO_2 emissions, using a variety of different engine types and combustion technologies. Airbus is leading the ECLIF3 and VOLCAN projects, which are testing changes to non-CO_2 emissions when using 100% SAF or different SAF blends. In advance of Airbus' hydrogen-powered ZEROe demonstrator flight testing, the Blue Condor demonstrator is analysing the impact of hydrogen combustion on contrail properties.

Reducing noise

Commercial aircraft noise levels have decreased by 75% since the first commercial jet airliners took to the skies in the 1950s, and Airbus' latest-generation aircraft are compliant with the most stringent international noise standards set by the International Civil Aviation Organization (ICAO). Airbus is dedicated to pushing this progress even further through extensive research, investment and innovation.

While engines are the primary source of noise during take-off, the airframe (particularly the wings and landing gear) also contributes a significant amount of noise during approach and landing. Airbus works with more than 30 research centres and universities on acoustic technologies and capabilities. The Airbus Noise Technology Centre (ANTC), founded in partnership with the University of Southampton, UK, focuses on reducing landing gear noise through research and wind-tunnel simulations.

In addition to improvements to aircraft design, air traffic management is a key lever for minimising the number of people exposed to aircraft noise. So is fleet renewal, as only 30% of the global in-service aircraft fleet is of the latest generation. Fleet renewal will advance noise reduction in the coming decades as newer aircraft with advanced technologies and the newest engines replace older models.

Airbus works closely with airlines and airports to implement low-noise flying procedures, and plays a leading role in key European research projects of the SESAR 3 Joint Undertaking (HERON and GALAAD). By supporting the development of international standards and collaborating across the industry, Airbus is contributing to the establishment of a global and coordinated approach to noise reduction across the aviation ecosystem.

30+

Airbus works with more than 30 research centres and universities on acoustic technologies and capabilities

Airbus helicopters benefit from several technologies to reduce noise such as distinctive Blue Edge blades with double-swept tips that, along with the latest version of the Fenestron shrouded tail rotor, reduce H160 perceived sound by 50% compared to helicopters with conventional blades. Works are also underway to develop tools that can predict the best operating conditions in order to reduce helicopter noise on the ground.

Airbus, a catalyst for industry collaboration and partnership

Airbus is part of a broad ecosystem that shares a goal of creating a sustainable aerospace industry. This ecosystem includes international aviation organisations such as ATAG, IATA and ICAO, all of which align behind the industry's ambition of reaching net-zero carbon emissions by 2050.

For its part, Airbus is forging partnerships to mature novel technologies and disruptive design concepts for a new generation of aircraft. However, to succeed in its decarbonisation journey, the wider aerospace industry has to reach deeper into the energy and transportation economies, joining forces with other sectors.

To that end, Airbus supports large-scale infrastructure projects that pave the way for this new, fuel-efficient generation of aircraft. Examples include collaboration with energy providers, airline customers and airport operators, among others.

Finally, Airbus participates in a number of international partnerships such as the SESAR Joint Undertaking and the European Union Clean Aviation programme. The RACER helicopter demonstrator is a prime example of this strategy. Developed in the frame of the European Research Clean Sky 2 project, it involves more than 40 partners across 13 countries, working together to uncover the potential of high speed for future missions.

The EU charter to protect space

Airbus participates in the development of the European Space Agency's Zero Debris Charter alongside other players in the space community. The Company is committed to actions to reduce and remediate space debris by 2030, with innovations in product design and the elimination or management of debris in space.

Airbus' decarbonisation journey

1990s

A new era
Thanks to new technology, and improvements to operations and infrastructure including the purchase of new aircraft, a flight taken today will produce less than half of the CO_2 produced by the same flight in 1990 on a per-seat basis.[1]

2010s

Laying the foundation
Investing in R&D for next-generation aircraft technologies, including advanced materials, aerodynamics, and engine efficiency.

2016

SAF first steps
Begin offering SAF for customer deliveries and internal operations.

2020s

Efficiency takes off
Launch of the A321XLR and A350F, incorporating latest fuel-efficiency innovations. Expanding SAF usage in operations.

2022

Hybrid and electric propulsion
Partnering with Renault and STMicroelectronics to advance electrification roadmap. Introducing DisruptiveLab helicopter demonstrator.

2023

SBTi validation
Near-term emissions reduction targets validated by the Science Based Targets initiative.

2024

Expanding the SAF ecosystem
Investing in SAF production facilities and partnerships.

2025

ZEROe update
Airbus concludes that a hydrogen fuel cell propulsion system offers the most promising path to unlocking the potential of all-electric flight.

2030

100% SAF ready
Ambition for all Airbus aircraft to be capable of flying with up to 100% SAF.

2050+

Net-zero horizon
Working towards the industry goal of net-zero carbon emissions for commercial aviation.

1 Source: Aviation: Benefits Beyond Borders 2024 report (Air Transport Action Group, 2024).

Ambition for Airbus' next generation single aisle aircraft, to be ready for entry into service in the second half of the next decade, to also be up to 100% SAF compatible.

Spotlight on titanium
Considering the ready recyclability of metals, Airbus is adopting techniques to increase the circularity of these materials. The Company has partnered with key industry players to recycle titanium and aluminium from production, to be reinjected for use into the aerospace supply. One such partner is Aubert & Duval, which is the first venture in Europe to offer aerospace-grade titanium containing a high percentage of recycled content gathered from Airbus production facilities. The recycling process uses around 90% less energy than traditional titanium sponge (virgin titanium) production, thereby reducing carbon emissions.

90%

less energy used in the recycling process than in production using virgin titanium

Adopting a lifecycle approach

Highly dependable, durable and readily repairable, Airbus products are built to last over a long lifespan of more than 20 years. On top of this, Airbus takes a lifecycle approach. In addition to creating more efficient products and services, the Company endeavours to reduce environmental impacts across its operations, across the supply chain and at product end of life.

Building a resilient supply chain
Starting at sourcing, the Company has been building greater resilience into its supply chain, bolstered by high standards of governance and due diligence. Airbus recognises the challenges associated with depleting natural resources and is committed to sustainable management of materials necessary to support production. Airbus has a dedicated transformation project relating to the circularity of critical and strategic raw materials.

>> **Read more about responsible supply chains on page 22**

Circularity in industrial operations
Moving to its operations, Airbus aims to minimise waste and incorporate circular approaches throughout the design and manufacturing process. This includes finding ways to reuse industrial scrap and reinject it into the raw material manufacturing process.

Reducing the environmental footprint of its operations

Airbus has a dedicated programme to reduce the environmental footprint of its operations: high5+. The high5+ programme is built on a set of ambitious absolute reduction targets (compared to 2015 levels) that prioritise the reduction of environmental impacts from Airbus' operations. Focus areas include reductions in purchased energy, CO_2 emissions, water withdrawal, volatile organic compounds (VOC) emissions and waste production. The high5+ CO_2 emissions reduction targets reflect Airbus' Scope 1 and 2 targets validated by the Science Based Targets initiative (SBTi).

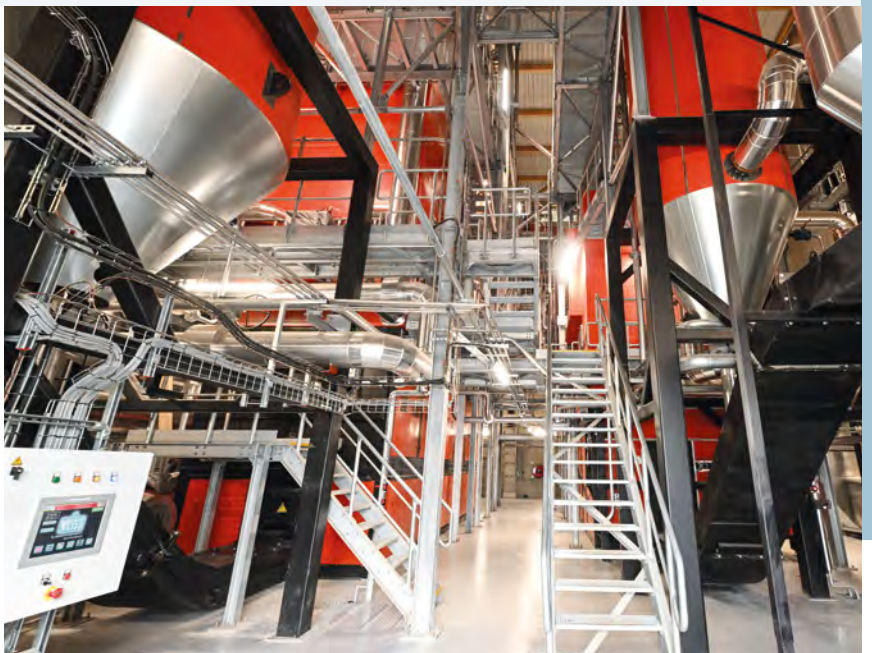
>> Read more about Airbus' validated SBTi targets on page 08

Airbus has been working to reduce carbon emissions during its industrial processes and is in the process of transitioning to renewable energy sources across its sites. The Company aims to secure at least 90% direct supply of renewable or low-carbon electricity for all sites in Europe by 2030.

Since 2014, the Company has made a concerted effort to improve its tracking and management of waste and energy usage through its Blue5 programme (2014-2019) and Blue5's successor, high5+ (2019-present). In the last decade, Airbus has made progress against its targets to better manage resources and reduce waste. In the area of waste, the Company has strengthened its reporting and monitoring routines to facilitate more targeted and robust waste-reduction action plans. To address the water challenge in a more comprehensive way, Airbus revisited the water target for 2030, defining site-specific targets that consider the local drivers faced by each site (e.g. local water stress levels).

Extending the life of products in operation

With aircraft often in operation for more than 20 years, maintenance and services are required to extend their useful life. Through partnerships and joint ventures, the Company supports customers in this endeavour. Airbus has helped strengthen the second-hand parts market through subsidiaries Satair and VAS Aero Services. Joint ventures TARMAC Aerosave, with sites in France and Spain, and the Airbus Lifecycle Services Centre in Chengdu, China, offer extensive maintenance and end-of-life services. When an Airbus aircraft reaches the end of its serviceable life, around 90% of the constituent parts by mass are able to be recovered or recycled.



Reducing the environmental footprint of Airbus' operations
Ambition for 2030 compared to 2015 baseline:

CO_2

-63%
CO_2 emissions

Energy

-20%
purchased energy

Water

-25%
water withdrawal

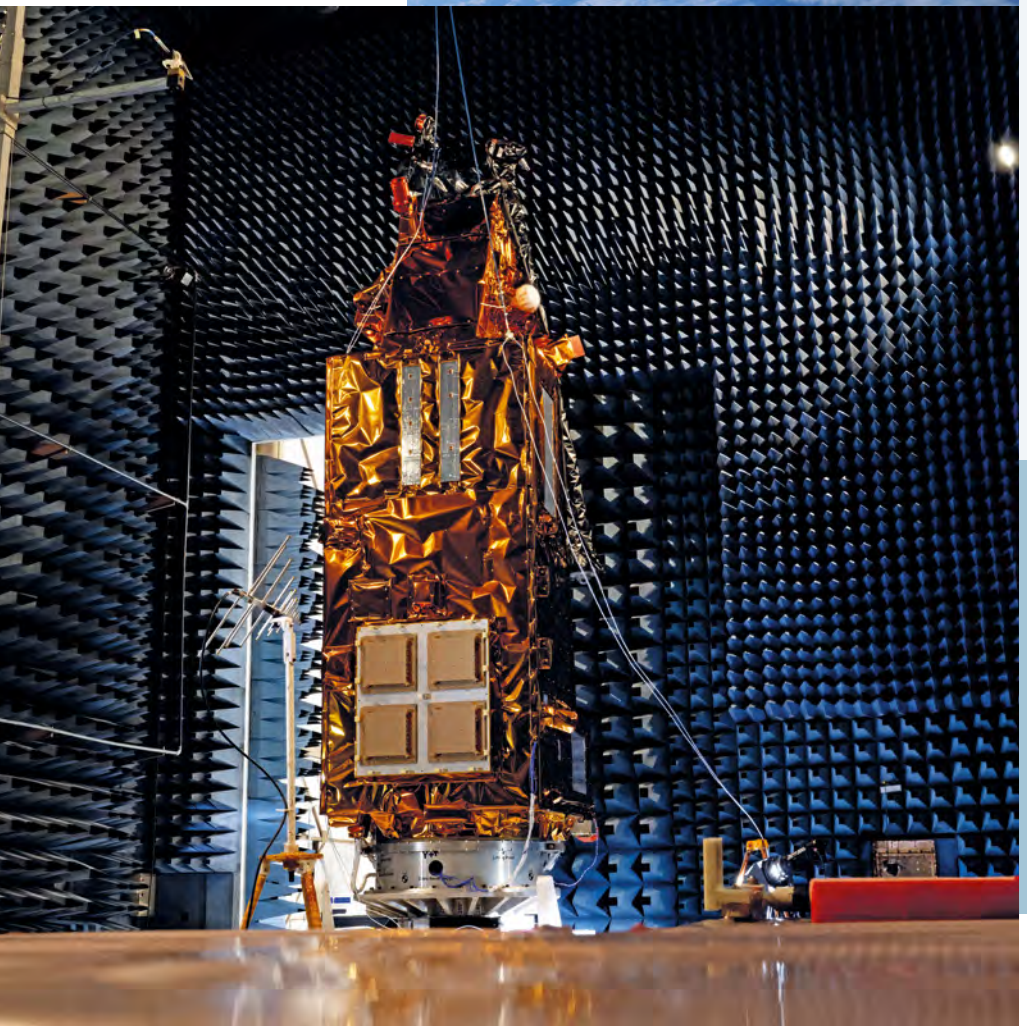
VOC and air emissions

0%
progressively absorb ramp-up impacts

Waste and raw materials

-20%
waste collection

0%
landfilling and 0% incineration without energy recovery



Products in action

Earth observation satellites for climate monitoring

Climate change is one of the most urgent challenges of our time. Scientific evidence confirms that global warming leads directly to more frequent and intense weather events, disrupting ecosystems and threatening health, food security and economic stability. Tackling the crisis requires science-driven action to adapt to ongoing changes and build resilience for future generations.

Over 50% of climate change indicators can only be measured from space. This is where Earth observation satellites play a crucial role. They provide essential long-term data on climate variables including atmospheric composition and temperature, the surface of the oceans and changes to land cover. Space-based data helps shape climate predictions that guide policymakers and authorities to implement appropriate actions.

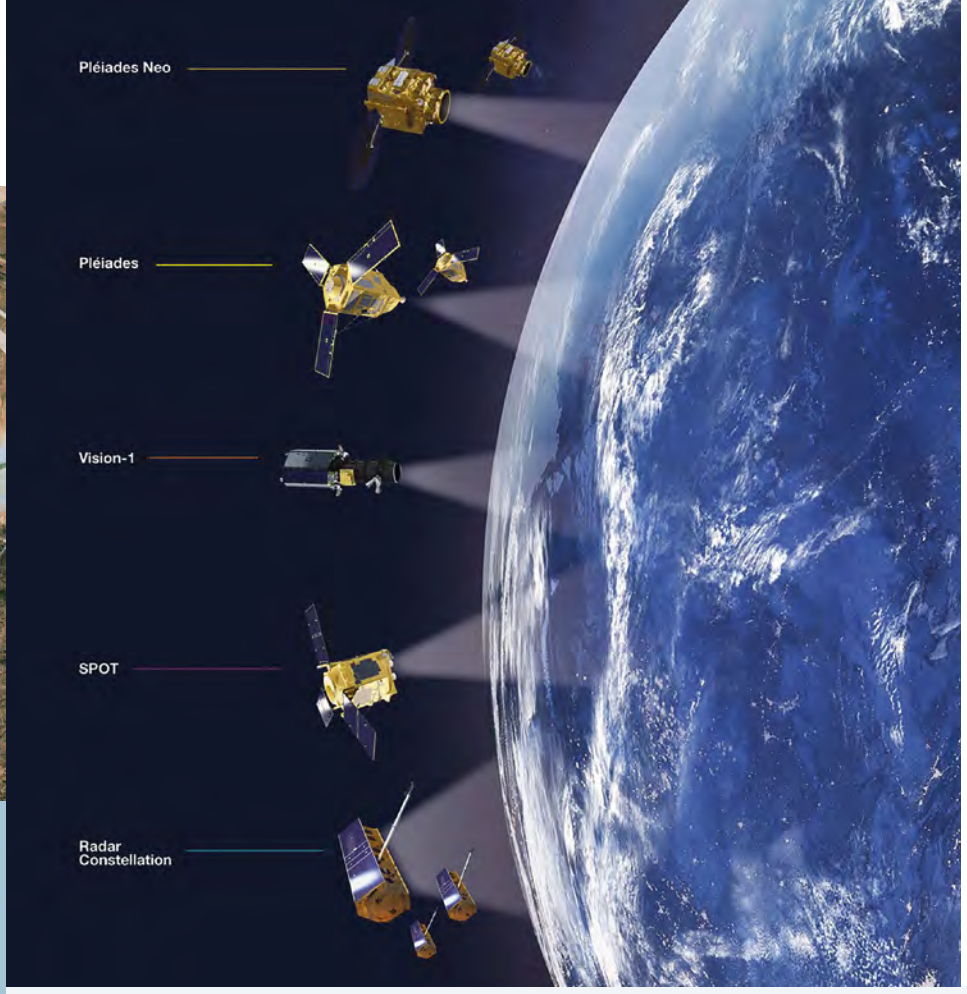
Airbus plays a key role in the European Space Agency's (ESA) Copernicus programme through its Sentinel satellites, and will continue to support future climate missions.

For example, the Sentinel-2 family is dedicated to land monitoring. The launch of Sentinel-2C in 2024 enables scientists to continue tracking environmental changes over time. Data continuity provides climate scientists with actionable and consistent information to monitor land cover, land use, vegetation status and water resources.

Airbus is also involved in ESA's Earth Explorer programme, dedicated to observing the Earth's systems, including atmospheric dynamics and ice melt. The Airbus-built CryoSat satellite monitors land and sea ice on Earth, helping scientists to demonstrate the role of ice in regulating the climate. The EarthCARE satellite sheds light on how clouds and aerosols regulate the Earth's temperature.

16

Airbus satellites are currently involved in climate monitoring missions, with a further 18 in development (2024)



A constant vigil for weather forecasting
Weather satellites such as MetOp help forecasters to track changing weather conditions and detect hazardous weather, enabling authorities to better prepare for severe weather events.

Earth observation imagery, from science to action
Processing and analysing data from Earth observation satellites enables the development of services that improve weather forecasting, biodiversity protection, agriculture, and industrial productivity.

Airbus operates a powerful and versatile satellite fleet, which integrates optical and radar capabilities. SPOT's wide coverage is suited to mapping, Pléiades Neo provides very-high-resolution imagery, while radar constellations ensure reliable observation by day or night, irrespective of weather conditions. Airbus also supplies data, imagery and critical communications to partners to facilitate prompt responses to natural disasters such as wildfires, earthquakes or storms.

Some Airbus services are used by industry and farmers to improve use of natural resources, such as the Starling anti-deforestation service, which provides forestry analytics. This data enables industry and governments to take proactive measures for responsible sourcing, and to verify their "zero deforestation" commitments in supply chains.

As the Earth's population increases, it is necessary to adopt sustainable agriculture practices to balance the need for increased production with limited natural resources. Satellite imagery and precision agricultural services including Airbus Farmstar can help to optimise inputs such as fertilisers, improve harvest quality and increase crop yields.

Embedding and advancing respect for human rights

As a global company operating in 180 locations worldwide, Airbus recognises the importance of upholding its social responsibility, including respecting human rights.

To embed and advance respect for human rights, Airbus is committed to taking into account international standards and principles including the UN Guiding Principles on Business and Human Rights, the OECD Guidelines for Multinational Enterprises and the International Labour Organization's (ILO) Declaration on Fundamental Principles and Rights at Work.

Core to achieving this is the Airbus Company Human Rights Policy which defines expectations, which are integrated into key policies including the Airbus Code of Conduct for its employees, its Supplier Code of Conduct, and through its Business Management System.

Airbus checks adherence to its commitments, notably through ongoing human rights due diligence. For example:

- Third-party assessments on Airbus sites support its endeavour to promote fair employment conditions, prevent forced labour, promote a safe working environment free from harassment and discrimination, and respect its communities.
- Respecting human rights is embedded into how Airbus selects, onboards and contracts with its suppliers, with high risk suppliers subject to enhanced scrutiny through third-party assessments and corrective actions.
- Airbus also evaluates the risk of misuse of its defence products in violation of human rights and international humanitarian law, and includes compliance with the Arms Trade Treaty and Geneva Conventions in certain standard conditions of sale.

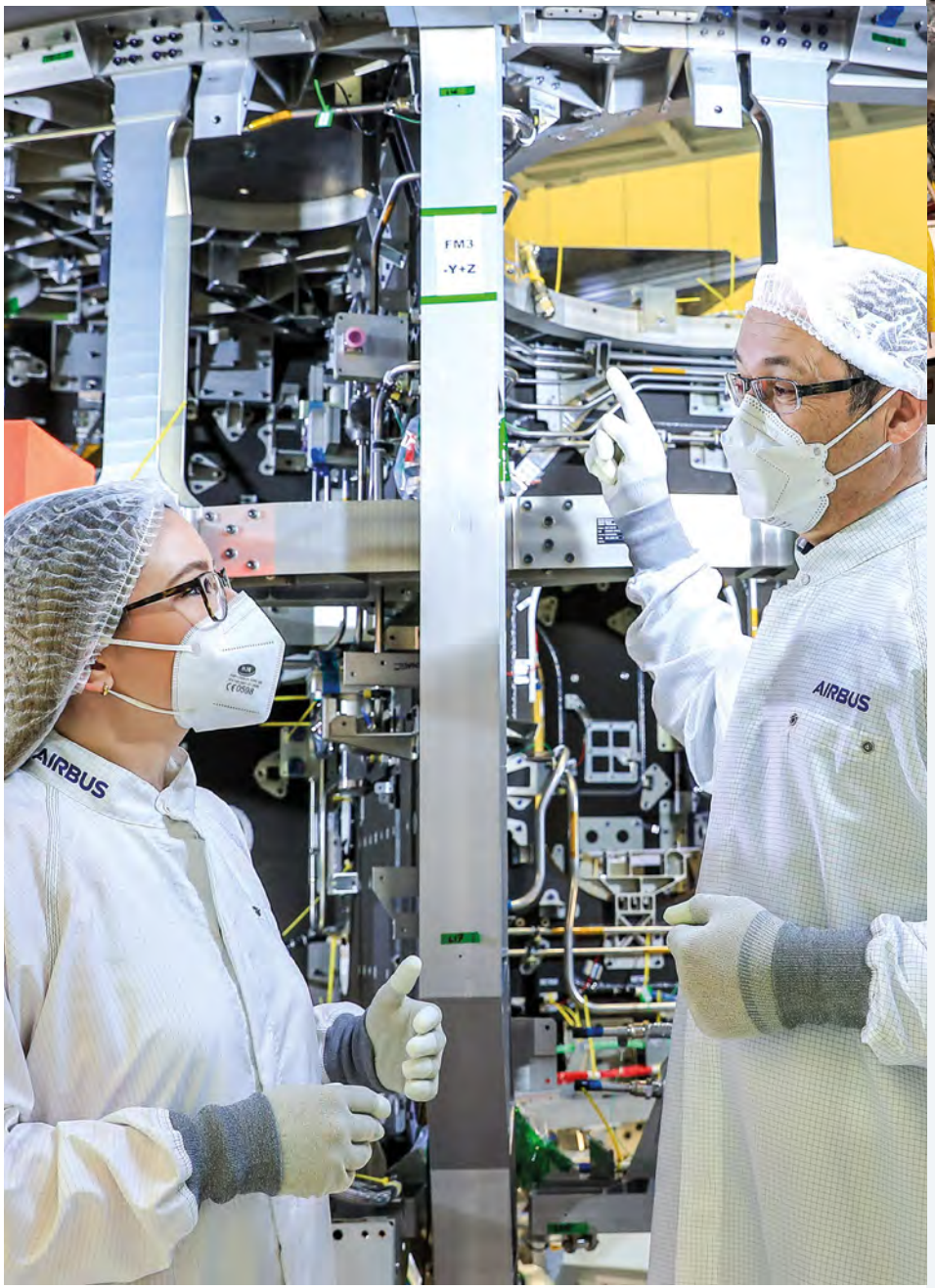
Airbus fosters open dialogue with stakeholders, and provides anyone connected with its business, internally or externally, with a means to raise concerns through SpeakUp, including confidentially through OpenLine, without fear of retaliation. To support integration of its human rights expectations, Airbus provides training for all employees and tracks progress through key performance indicators.

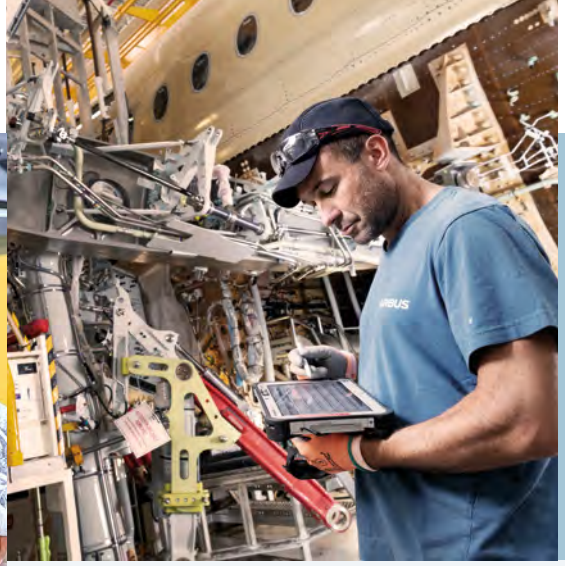
Promoting a responsible supply chain
In addition to the commitment Airbus requires to sustainable and responsible business practices from its suppliers, as outlined in the Supplier Code of Conduct, Airbus drives its Sustainable Supply Chain Roadmap through a three-step approach:

1 Commitment to sustainable business practices

2 Assessment of sustainability maturity and risks

3 Engagement and development of suppliers (where gaps are identified)





To pursue the highest standards, Airbus has adopted the **ISO 45001** standard for occupational health and safety management systems.

The Airbus Occupational Health & Safety Policy provides Airbus employees with a single top-level reference for occupational health and safety matters related to Airbus work activities and contains the principles that drive its focus on continuous improvement in this area.

Fostering an inclusive culture

Health, safety and wellbeing

Airbus values the health, safety and wellbeing of its employees and considers this to be an essential part of running a sustainable business.

Airbus fosters a culture in which all employees take responsibility for their own health, safety and wellbeing, as well as that of others. This means that regardless of seniority, each employee is expected to exercise leadership and take action to promote a safe working environment. Health and safety awareness is further supported by dedicated communication campaigns and training, as well as by access to multidisciplinary occupational health teams and a platform dedicated to wellbeing in partnership with Telus Health.

Workplace health and safety is supported by clear targets and transparent reporting that ensures Airbus' accountability. The Company actively encourages incident reporting and strives to maintain and strengthen a culture where employees feel empowered to speak up. The Company recognises that health and safety excellence takes persistent effort, and that complacency is not an option.

Valuing inclusion and diversity

Airbus is a diverse company that values the inherent diversity represented among its workforce. With employees from over 150 nations, the Company strives for a safe and inclusive working environment where every employee can thrive and feel respected, irrespective of differences. Airbus aims to foster a sense of community and belonging.

To attract, recruit, develop and retain a large and diverse talent pool, Airbus relies on a value system, a leadership model and a Code of Conduct that is understood and embraced by everyone in the Company.

Inclusion and diversity are at the heart of Airbus' recruitment practices and its relationships with suppliers. Employees are selected first based on merit. Airbus remains committed to fostering an inclusive workplace that values diversity and is accessible to all. Collaboration, empowerment, continuous learning and accountability are encouraged and valued. No form of harassment or discrimination is tolerated.

Products in action

Supporting the protection of citizens and the delivery of lifesaving missions

Airbus recognises that sustainability and security are intrinsically linked. It is only with peace and stability that the world can address sustainability and, conversely, it's only by addressing the world's collective sustainability challenges that a peaceful and stable future is possible.

In addition to protecting citizens and performing lifesaving missions in the face of natural disasters, Airbus products and services are an essential part of the European defence industry. Airbus' technology allows its customers to protect lives and secure vital infrastructure, prevent or mitigate environmental crises before they escalate, and help long-term restoration efforts.

Defending citizens

The European defence industry is critical to Europe's strategic autonomy. In an increasingly unstable world, Airbus products and solutions are used by nations to help safeguard democracy, human rights and the rule of law.

The Company's range of military aircraft deliver aid, protect vital resources, provide medical evacuation and perform rescue missions in the most demanding environments. Airbus products and solutions enable operators and armed forces to protect lives during a conflict. For example, military aircraft such as the Eurofighter, A400M and A330 MRTT are used to defend and patrol their airspace. Airbus' military range of helicopters, such as the NH90 and H145M, can perform a variety of missions, including troop transport, combat search and rescue, attack, surveillance and reconnaissance missions, alongside uncrewed aerial systems (UAS).

Military Earth observation satellites help strengthen nations' ability to plan and conduct operations. Space-based capabilities such as communication, navigation, and real-time intelligence and surveillance, are critical for military forces to fulfil their missions.

Digital defences against cyber threats

In addition to protecting against increasingly complex cyber threats, these solutions play a vital role in protecting citizens and safeguarding critical infrastructure, including industrial facilities, energy plants, airports, and transportation companies, which are essential to the functioning of society.

The spread of false or misleading information is a growing threat to democratic societies, and narratives attacking climate change theory are a common menace. To counter digital manipulation and cyber attacks, amplified by social media, Airbus is working on software-based detection of misinformation campaigns, aiming to de-escalate and provide clarity and stability during times of crisis.

Supporting the protection of citizens and the delivery of lifesaving missions continued

Prioritising public safety

Airbus products facilitate crucial missions, supporting emergency response organisations such as police and fire departments that ensure and maintain public safety. In crisis situations, Airbus-built aircraft such as the C295 are used for medical evacuation (MEDEVAC) missions, offering the speed and capacity to carry a large amount of onboard medical equipment, while Airbus H135 and H145 helicopters are medical services workhorses, performing emergency medical services flights on a daily basis. Helicopters, from the light but powerful H125 to the large twin-engine H225, are used to combat fires all over the world, either facilitating the transport of firefighting personnel or performing water bombing missions. Many Airbus helicopters, including the H160, also perform time-critical search and rescue missions.

During major disasters, Airbus products provide secure communications and valuable data. Airbus constellations, consisting of optical and radar satellites such as Pléiades Neo or SPOT, and radio networks like TETRA, can be activated to support rescue teams, facilitate communications and ensure access to essential information.

Equipped with multiple sensors, Airbus' drones and UAS can provide precise images and data on the extent of damage in natural disasters, efficiently extending the range of crewed platforms, such as in search and rescue missions. These products can assist in managing disaster relief logistics, organising and deploying resources, and creating a communication relay in collaboration with ground teams. They can also provide detailed 3D maps of affected areas to enable a timely response.

“With the Airbus Foundation, we create lasting impact in support of NGOs and partner organisations around the world. Thanks to Airbus’ people, products and services, we support communities most exposed to humanitarian crises and climate change to adapt and build resilience, and help widen youth access to essential future skills.”

Julie Kitcher
Chair of the Airbus Foundation

Supporting communities to thrive

Climate resilience
The Airbus Foundation unlocks access to Airbus capabilities, supporting humanitarian organisations to respond to emergencies and protracted crises, as well as enabling capacity building and training, for example, supporting the delivery of Helicopter Emergency Medical Services (HEMS) training to medical personnel. The Foundation also collaborates with partners to support conservation efforts and biodiversity preservation by providing access to high-quality satellite imagery and data analytics, for example, working with the International Union for Conservation of Nature (IUCN) on its worldwide efforts to monitor forest restoration, by supporting the validation of its Restoration Barometer. This global framework is being developed to help assess and improve the success of forest restoration by globally reporting the restoration benefits on carbon sequestration, biodiversity impacts and socio-economic benefits.

In parallel, through its Rise and Resilience Fund, Airbus prioritises projects that help communities better anticipate, prepare for, and adapt to the impacts of climate change and transition to a low-carbon economy. As an example, since 2023, Airbus has partnered with SolarBuddy, an organisation that aims to uplift communities by alleviating fuel poverty. The partnership has brought renewable energy to a number of indigenous communities in the Pacific region, and supported SolarBuddy’s efforts to innovate a suite of solar powered solutions that enable families to adapt to the effects of climate change.

“We have a bold vision to illuminate the futures of all children. In striving for this, SolarBuddy is proud to join forces with Airbus to deliver life-changing solar solutions. By lighting the way to a just, low-carbon future, we are empowering communities to adapt, thrive, and safeguard a legacy of resilience, equity, and environmental stewardship for generations to come.”

Simon Doble
Founder and Chair, SolarBuddy

Supporting communities to thrive
continued

Youth education and skills
Airbus invests in projects that expand access to STEM education, empowering young people from vulnerable communities to explore and develop future-ready skills that can boost their prospects and employability.

As one example, in the UK, Airbus invested in curriculum-aligned educational programmes that enable children from age 6 to 16 to explore STEM topics in a hands-on format. With a focus on schools located in neighbourhoods high on the index of deprivation, the practical, industry-driven curriculum encourages innovative thinking and promotes skills in coding, engineering, 3D-printing, electrical competencies and business leadership.

As a result of the programme, educators reported a significant improvement in attendance levels, an increase in the number of students choosing science subjects (60% of the cohort choosing to take Triple Science, compared to the national average of 25%) and modern languages for GCSE, and improved academic grades across the board. There was also a clear increase in the number of female members of the first cohort choosing to study Triple Science GCSE (55% for the academic year 2024-2025, compared to 36% in 2023-2024), indicating that the programmes might help to address the gender gap in STEM professions over the longer term.

With a complementary approach, the Airbus Foundation focuses on developing quality educational content inspired by the aerospace industry, enabling young people to become more informed global citizens, empowered to better understand the world around them and capable of navigating complex societal challenges such as artificial intelligence and disinformation. Working with global science networks, the Foundation creates and disseminates quality educational content that responds to the needs identified by educators worldwide.

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Airbus SE
Mendelweg 30
2333 CS Leiden
The Netherlands

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